

EL977166575 US

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DOCKET NUMBER AUS920030678US1  
DATE: 09/11/2003

19704 U.S. PTO  
10/660012  
09/11/03

Sir:

Transmitted herewith for filing is the Patent Application of:

Inventors: John Arthur Ricketts

For: Simulation of Business Transformation Outsourcing

Assignee Name: International Business Machines Corporation

Assignee Residence: Armonk, New York

Enclosed are:

- 23 Patent Specification including an Abstract  
 6 Pages of Claims  
 7 Sheet(s) of drawings.  Informal  Formal  
 1 Declaration(s) and Power of Attorney  
 Form PTO 1595 and Assignment of the Invention to IBM Corporation  
 A certified copy of a \_\_\_\_\_ application.  
 Information Disclosure Statement, PTO 1449 and copies of 0 references.

The filing fee has been calculated as shown below:

FOR	Number Filed	Number Extra	Rate	Basic Fee
Total Claims	24	-20 = 4	X \$ 18	= \$ 72.00
Independent Claims	4	-3 = 1	X \$ 84	= \$ 84.00
Multiple Dependent Claims	0		X \$280	= \$ 0
<b>Total Filing Fee</b>				= \$906.00

Please charge my Deposit Account No. 09-0447 in the amount of \$906.00. A duplicate copy of this sheet is enclosed.

The Commissioner is hereby authorized to charge payment of the following fees associated with this communication or credit any overpayment to Deposit Account 09-0447. A duplicate copy of this sheet is enclosed.

Any additional filing fees required under 37 CFR 1.16.

Any patent application processing fees under 37 CFR 1.17.

Respectfully submitted,

By 

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